



Dear Arizonans:

Arizona is a travel destination unlike any other. It is a land of unique experiences and diverse opportunities, where residents and visitors alike can enjoy life to the fullest. This is what distinguishes Arizona from other locations, and it is these qualities that capture the vision of the Office of Tourism's Five-Year Strategic Plan.

Arizona's travel and tourism industry is operating in a new landscape driven by sustained economic challenges, evolving demographics, emerging technology and shifts in consumer travel patterns.

The Arizona Office of Tourism sees this as an opportunity to strategically market Arizona in a way that is responsive, creative and forward-thinking. The FY2017–FY2022 Strategic Plan is our roadmap for getting there.

Arizona's travel and tourism industry is well positioned to ensure that the Grand Canyon State is recognized globally as a vibrant travel destination generating jobs, earnings and tax revenues that contribute significantly to the economic success of Arizona.

Sincerely,

Debbie Johnson
Director
Arizona Office of Tourism



OVERVIEW OF THE AGENCY

The Arizona Office of Tourism (AOT) is a state government agency dedicated to developing, implementing and maintaining marketing programs that keep Arizona top-of-mind as a global travel destination, thereby strengthening and expanding Arizona's economy.

As the only public agency that provides a statewide platform to market Arizona, the local travel and tourism industry relies on AOT to create an umbrella marketing campaign, promoting Arizona as the destination of choice against competitive brands.

As the leader of the Arizona travel industry, AOT fulfills several important functions that are not carried out by anyone else in the state:

- AOT has defined a strong brand for Arizona that resonates with consumers, and is used in all our marketing efforts.
- AOT works with communities to utilize this brand to further leverage their local marketing efforts and dollars.
- AOT takes the lead in marketing Arizona internationally, with ongoing efforts in Canada, Mexico, the United Kingdom, Germany and France.

- AOT works to open new and emerging markets, most recently adding China on behalf of the Arizona travel industry.
- AOT's research program supports its own work and the work of many communities in Arizona. As defined by statute, AOT provides the only available documentation of the statewide and county economic impact of the travel industry in Arizona.
- In addition to providing tourism promotion and research leadership, AOT collaborates extensively with communities and tribes, providing educational programs and technical assistance.

AOT works closely with public land agencies to promote the magnificent national parks, state parks, public lands and tribal lands that constitute 70% of our state's geography, which are critically important to our appeal as a travel destination.

TOURISM BACKGROUND



AN PHAM PHOTOGRAPHY

As one of Arizona's strongest economic drivers, the travel and tourism industry is integral to our state's vitality. No other Arizona industry produces economic benefits that positively impact all 15 counties. Consistently ranked #1 or #2 among Arizona's export-oriented industries, travel and tourism activity creates an economic cycle of increased visitation, greater travel spending, faster job creation, potential commerce opportunities and higher tax revenues, all of which contribute to the growth and development of the state. The Arizona travel and tourism industry's most recent economic impact of \$21 billion generated more than 179,560 jobs, and when combined with indirect employment impacts nearly 304,000 jobs statewide. The \$2.9 billion federal, state and local taxes generated by tourism in 2015 saved each Arizona household \$1,180 in additional taxes.



MICHAEL WILSON

MISSION

To strengthen and grow Arizona's economy through travel and tourism promotion.

VISION

Travelers are inspired to choose Arizona as their leading tourism destination.

VALUES

AOT's organizational culture is defined by core values that form the basis of our code of conduct, describing how we expect our staff to act and interact.

LEADERSHIP We will provide leadership and unify the industry in marketing and tourism initiatives in the state and provide leadership to the industry on behalf of the Governor.

INNOVATIVE We will be on the leading edge of our industry – using the latest research, marketing techniques, and technology. We encourage creativity, ingenuity, and responsible risk taking in order to improve our services and impact.

RESULTS ORIENTED We focus on outcomes, solutions and achievements.

ACCOUNTABLE We are responsible to the people of Arizona for the effective, efficient, and appropriate use of our resources. We are committed to being good stewards of these resources.

- **CULINARY**
- **WELLNESS**
- **ADVENTURE**
- **HERITAGE & CULTURAL**

STRATEGIC BRAND PILLARS



STRATEGIC ISSUE 1

TOURISM FUNDING AND RESOURCES

The Arizona Office of Tourism is an essential revenue-generating agency for the state of Arizona. It is the only statewide entity with the powers and duties to lead the global promotion of Arizona as a travel destination, thus increasing the statewide economic benefits of visitor spending.

The travel and tourism sector is critically important to the Arizona economy and its residents. The industry drives statewide economic growth and infrastructure development. In addition to supporting 179,560 direct travel generated jobs, Arizona's travel and tourism industry generates \$2.9 billion in local, state and federal tax revenues, \$837 million of which is in the form of direct state taxes. More importantly, the state's tourism sector has been growing jobs and earnings more steadily than the state's broader economy, and delivers economic benefits to communities within all 15 Arizona counties.

Investments in destination marketing have shown to consistently generate dividends by attracting business and leisure visitors. Promotion also improves the quality of life for residents and has a positive impact on perceptions of a destination for residents, potential employees,

students and businesses. Research by Longwoods International suggests that destination marketing creates a "halo effect," contributing to a positive overall impression of a destination. Consumers who recalled a destination marketing campaign were not only more likely to visit, but also more likely to have a positive impression of a location as a good place to live, retire, start a business or attend college.

Investing in travel promotion creates a positive cycle of economic benefits. Travel promotion generates awareness and delivers additional visitors. Travelers visiting a destination spend money at local attractions, hotels, retail, restaurants and transportation. Travel spending supports local jobs and generates additional tax revenue for state and local governments to invest in enhanced public services for residents and visitors alike.

Currently, Arizona spends less than most other U.S. states on destination marketing. For example, Arizona ranks 33rd based on its budget per leisure and hospitality job, and 35th based on its budget per \$1,000 of earnings in the accommodations sector, a key travel subsector that includes hotels. In general, states with large tourism sectors tend to have destination marketing budgets greater than \$20 million, which is significantly larger than Arizona's existing effective budget (\$13.8 million in FY2017). Additionally, AOT's effective budget is actually smaller than some city-level destination marketing organizations (DMOs) that we compete with for visitor dollars. For example, the cities of Denver and Salt Lake City have DMOs with budgets of approxi-

mately \$19 million and \$15 million, respectively. An increased budget for AOT can generate additional economic benefits from visitor spending including more jobs, earnings and taxes associated with Arizona's travel and tourism industry.

With the requested FY18 appropriation, which includes a very modest increase, AOT will build upon its marketing momentum by enhancing the agency's strategic global destination marketing efforts designed to bring brand awareness to Arizona as a travel destination, increase visitor spending throughout the state, and boost the economic impact of Arizona's tourism industry to the state's economy.

SOLUTIONS



Funding will be used to expand commerce and economic development opportunities. Under a new strategic agency alignment, AOT, the Arizona Commerce Authority and the Arizona Mexico Commission will now co-exist under one roof and grow the partnership of economic opportunity. This is an opportunity for AOT to be part of an innovative economic development infrastructure that will elevate tourism's role in building Arizona's economy. Tourism is one of Arizona's strongest economic drivers and is the window to Arizona's state's business attractions and quality of life. The travel and tourism industry is often the first introduction to Arizona's economic development and business offerings. Global business leaders experience Arizona's vast variety of hotels, resorts, restaurants, attractions, landscapes, and destinations while simultaneously learning about the state's business and commerce opportunities.

In addition to the increase in funding, AOT is requesting two additional full time employees (FTEs) in both FY2018 and FY2019 for a total of four FTEs to support the expanding needs in the agency's marketing and communications efforts.



STRATEGIC ISSUE 2

INDUSTRY COMMUNICATIONS AND EDUCATION

The Arizona Office of Tourism is the only public agency that provides a statewide platform to market Arizona. Communities and DMOs across the state rely on AOT to lead the way in providing resources and education that help align our collective marketing efforts and elevate Arizona's brand. AOT also works with communities to use the state's brand to further leverage their local marketing efforts and dollars. Communication is essential in this effort. In addition to providing tourism promotion and research leadership, AOT collaborates extensively with communities and tribes, providing educational programs and technical assistance.



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SOLUTION:

Enhance infrastructure to support the delivery of a world-class travel experience through industry communication, education and insight. Support the improvement and increased awareness of the quality, connectivity and diversity of tourist transportation options into and throughout the state. Support the establishment and showcasing of Arizona as a state with a diverse, extensive and high-quality network of industry professionals. Enhance the visitor's in-state travel experience.

Strengthen and grow the Arizona brand through effective mediums at the regional, national and international levels to attract first-time and repeat visitors. Increase regional and national awareness and increase visitor spending from \$21 billion in 2015 to \$21.5 billion in 2016. Increase the return on investment for advertising from \$11.53 per \$1 spent in 2015 to \$12 per \$1 spent in 2016. Increase Arizona's presence in international markets and increase international visitation to Arizona from 14% in 2015 to 15% by 2016.

Empower the industry to encourage policy makers at all levels to support the travel industry. Improve understanding of the value of tourism and support for the tourism industry among state legislators, county and local officials, businesses, and residents. Improve existing – and develop new – organizational structures to enhance public-sector interaction with tourism policy and planning activities.

Grow our central, easily accessible and inclusive information system to capture and share timely, relevant and reliable industry research. Grow and foster an online information system to capture and share relevant industry research and ensure it is financially sustainable.

Be internationally recognized for stewardship of Arizona's natural, cultural and heritage resources – and for the opportunities we offer to experience them. Support and expand efforts to inventory resources critical to Arizona tourism, and communicate results to relevant entities. Identify key issues facing (and threats to) the integrity of Arizona's tourism resources, and raise awareness of and support for these issues. Raise the profile of Arizona's tourism industry as a national leader in resource quality and stewardship.





STRATEGIC ISSUE 3

GLOBAL MARKET COMPETITIVENESS

Accelerated competition at the global and national levels continues to impact Arizona's tourism industry. This makes it imperative for AOT to increase the state's competitiveness to secure valuable visitor dollars, as these dollars are directly attributed to strengthening and expanding Arizona's economic and social wellbeing. In the aggressively competitive travel-and-tourism industry, it is vital for AOT to have a stable and robust budget to further increase the clarity and visibility the state's brand against other travel destinations—both national and international—that are currently outspending Arizona on travel promotion.

According to the U.S. Travel Association, "while advertising and promotion spending may be seen as easy targets in a time of tight budgets, experience shows that failing to invest in promotion reduces a destination's competitiveness in the travel marketplace. States and cities that neglect their promotion budgets weaken their destination brands and lose market share."

Tourism is the No. 1 export-oriented industry in Arizona, making it a critical component of Arizona's economy

and all 15 counties it directly impacts. To compete for market share among our competitor states, it is critical that Arizona has a major presence through national and targeted consumer campaigns and that it expands its international consumer campaign via Brand USA, and additional partnerships, to rebuild its global brand presence.

SOLUTION:

Additional efforts will be used to support bids for future mega events such as the Super Bowl, MLB All-Star Game, College Football Playoff National Championship and NCAA Final Four. Arizona has a strong history of successfully hosting these types of mega events, which not only bring thousands of sports fans to the state but provide an international-scope marketing opportunity for Arizona that we couldn't afford to purchase. Additionally, through these types of events AOT can broaden the awareness of Arizona's diverse travel offerings and promote the state as a welcoming destination.

Funding will be used to support the expansion of business-travel promotions for Arizona. Business travel (including meetings, conferences, trade shows and exhibitions) accounts for 17% (6.1 million) of Arizona's total visitation. The economic benefits of business travel ripple beyond the walls of the meeting space. When meetings come to the state, everybody benefits. These opportunities create jobs, generate commerce and positively impact communities across the state.



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AOT will work to further develop strategic partnerships with statewide airports to increase domestic and international flights and services to Arizona. From Arizona's travel-and-tourism industry perspective, increasing the convenience of domestic and international air service will help facilitate the decision-making process for visitors wanting to choose Arizona as a travel destination. Increasing visitation to Arizona will have an immediate and positive impact on the state's economic growth and development. Furthermore, travel often opens the door to building better business relationships and commerce opportunities.

AOT will continue to work proactively with the travel-trade industry (tour operators, wholesalers, travel agents, airlines, etc.) through trade shows and sales missions in both domestic and international markets. Additionally, the agency works with travel media (editors and journalists for newspapers, magazines, TV networks, online media outlets, etc.) throughout the U.S. as well as in international markets. We provide these journalists with story ideas about Arizona's travel experiences to gain positive third-party editorial exposure. Appropriated funding would support the expansion of AOT's Canada and Mexico travel-trade relationships and increase international awareness of Arizona's statewide travel offerings.

Finally, AOT will perform additional research in FY2018 that is necessary to further the agency's mission to strengthen Arizona's economy through tourism promotion. Research projects will include efforts to better understand the vacation habits, travel behaviors and spending traits of visitors traveling to Arizona, and how AOT's marketing efforts can further attract additional high-spend visitors.

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STRATEGIC ISSUE 4

CONSUMER OUTREACH/ GROW VISITATION (INTERNATIONAL AND DOMESTIC)

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The Arizona Office of Tourism marketing program has historically been guided by a set of key marketing objectives. While the basic principles remain the same from year to year, the tactics used to reach our goals change slightly. Most changes can be seen in the advertising campaigns with our need to remain competitive in a noisy market where growing market share (or stealing it from other destinations) is difficult. We have a great product, so our efforts are geared around a few goals:

Expand statewide brand and marketing platform by taking advantage of AOT's position at the state level to create a desire for the Arizona travel experience and provide a global platform that supports DMO and industry marketing investments. Strategies are to use paid and earned media, partnerships and co-operative marketing, and research.

Deepen consumer interest by developing engaging relationships with consumers to provide inspiration and entice sharing while also serving to connect travelers to best-in-class resources – both industry partners and third parties – to facilitate planning and booking.

Further penetration of target cities and international markets by building on global brand activity to strengthen Arizona's presence through partnerships with national marketing efforts and continued development of relationships with third-party influencers – both media and trade.



SOLUTION:

AOT will focus efforts on enhancing the current destination marketing campaigns (National, International, Target Cities and Statewide Campaigns). Boosting the effectiveness of these campaigns by increasing the use of marketing techniques such as print advertisements, broadcast video, outdoor placements, digital advertisements and social media will enable the agency to promote Arizona tourism and reach new prospective visitors with our destination message. In addition, AOT will partner on a “Two Nation Vacation” international campaign between Arizona and the State of Sonora, Mexico to market the idea of visiting two nations during one trip. In a recent advertising effectiveness report, AOT’s FY16 National campaign not only influenced the decision to visit Arizona, but gave visitors more ideas of how to experience Arizona, leading to more active trips and higher visitor spending.

AOT will pursue Private/Public Partnerships (P3) status and Brand/Corporate Partnerships agreements. The agency will analyze and implement a feasibility study to understand the potential of implementing a corporate-sponsorship program to grow revenues, help alleviate budgetary elements and expand marketing and advertising activities that promote the state. As part of this analysis, AOT will assess and affirm all marketing and advertising assets/activities, and create a corporate-sponsorship structure and package to maximize potential value to brand partners. In addition, AOT will assess sponsorship trends into an actionable and manageable partnership strategy while determining the fair market value of corporate-sponsorship offerings in order to forecast long-term potential revenue. AOT will identify relevant corporate-sponsorship prospects to approach with partnership offerings.



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STRATEGIC GOALS

1. MARKETING AND PROMOTIONS

To expand the Arizona brand through effective promotional efforts at the regional, national and international levels to attract and retain visitors.

2. COMMUNITY AND INDUSTRY RELATIONS

To provide comprehensive research, educational resources and technical-assistance programs for partners and stakeholders. To clearly, accurately and consistently communicate the agency's messages to various audiences, including internal and external partners, stakeholders, media and consumers. To reach out to these audiences in a timely manner using effective and efficient methods that will increase the awareness of the agency, the travel-and-tourism industry and Arizona's visitor assets.

3. RESEARCH

To provide continual, relevant industry research to support all our marketing efforts and promotional activities. To provide meaningful insight to support our statewide communities through the sharing of data.

4. COLLABORATION, COOPERATION AND PARTNERSHIPS

To foster or strengthen processes and partnerships between and among state agencies, local governments, stakeholders and private-sector organizations in order to achieve a more coordinated approach to travel and tourism and help grow Arizona's economy.

5. RESOURCE MANAGEMENT AND OPERATIONS

To know and conform to government compliance as well as our agency standards at all times, and provide responsible planning and management of our resources.



STRATEGIC GOAL 1

MARKETING AND PROMOTIONS

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DESCRIPTION:

To expand the Arizona brand through effective mediums at the regional, national and international levels to attract and retain visitors; being recognized as a leading vacation destination.

STRATEGIC ISSUES:

Tourism Funding and Resources
Consumer Outreach / Grow Visitation



CHRISTINE C. PHOTOGRAPHIE

STRATEGIES:

1. INTEGRATED APPROACH TO ENHANCE MARKETING EFFORTS

Objectives:

- ▶ Six Key Campaigns
All with their specific purpose that include but are not limited to seasonality, relevancy and community outreach.
 - International (all year) – working closely with Brand USA
 - National (Oct-March)
 - Target Cities (Oct-March)
 - Rural Marketing (all year)
 - Spring Training (March) – leveraging media buys in our National and Target Cities campaigns to start getting people excited about spring training before March
 - Summer (July-Sept)
- ▶ Advertising Campaign Planning
Move the planning phase up to better collaborate with community members.
- ▶ Media Buys
Leverage the media buys to crossover campaigns resulting in cost savings and efficiencies between all efforts. Determine community need timing and plan accordingly.
- ▶ Grow Social Media
Consistent social media activity to result in community engagement and overall growth.
- ▶ Curated Content
Based on the strategic brand pillars, create targeted and original content to be used specifically for marketing channels created by AOT (eNewsletter, blog, itineraries, Arizona Answers, social media).
- ▶ Activations
Create and engage consumer experiential activations to target highly qualified leads, to provide a one-to-one communications. Review additional international opportunities.
- ▶ Collateral Development and Distribution
Continue relevant and current collateral development and distribution via OSVGs, Call Center, Digital Options, and look for more opportunities to distribute our information and create new collateral to deliver our messaging to targeted audiences.
- ▶ Website Developments and Maintenance
Work closely with the communities to better maintain listings, establish processes to keep content fresh and up-to-date. Develop new international pages and media/trade microsite.
- ▶ Cross Divisional Opportunities
Look for opportunities to further our reach and co-promote messaging with the trade and media divisions. Examples are cross-divisional activations and international co-op trade advertising.

2. LIFE STAGE MARKETING

Objectives:

To better understand the various life stages to effectively market to the people with the highest propensity to travel to Arizona. To learn more about the lifestyle patterns and behaviors to draw visitors to a destination.

- ▶ **Conduct More Research**
Continue to research these visitors to understand their propensity to travel, what motivates them, how they make their decisions and how to influence them.
- ▶ **Develop Targeted Campaigns**
Find a tool that tracks AOT's targeted life stages arriving in Arizona.

3. EXPAND TARGET CITIES PROGRAM

Objectives:

- ▶ To use analytics to accurately pin opportunities in our target markets.
- ▶ Provide an Ad Effectiveness Study to validate and/or adjust our Target Cities Campaign and potentially increase our tourism budget for this effort.

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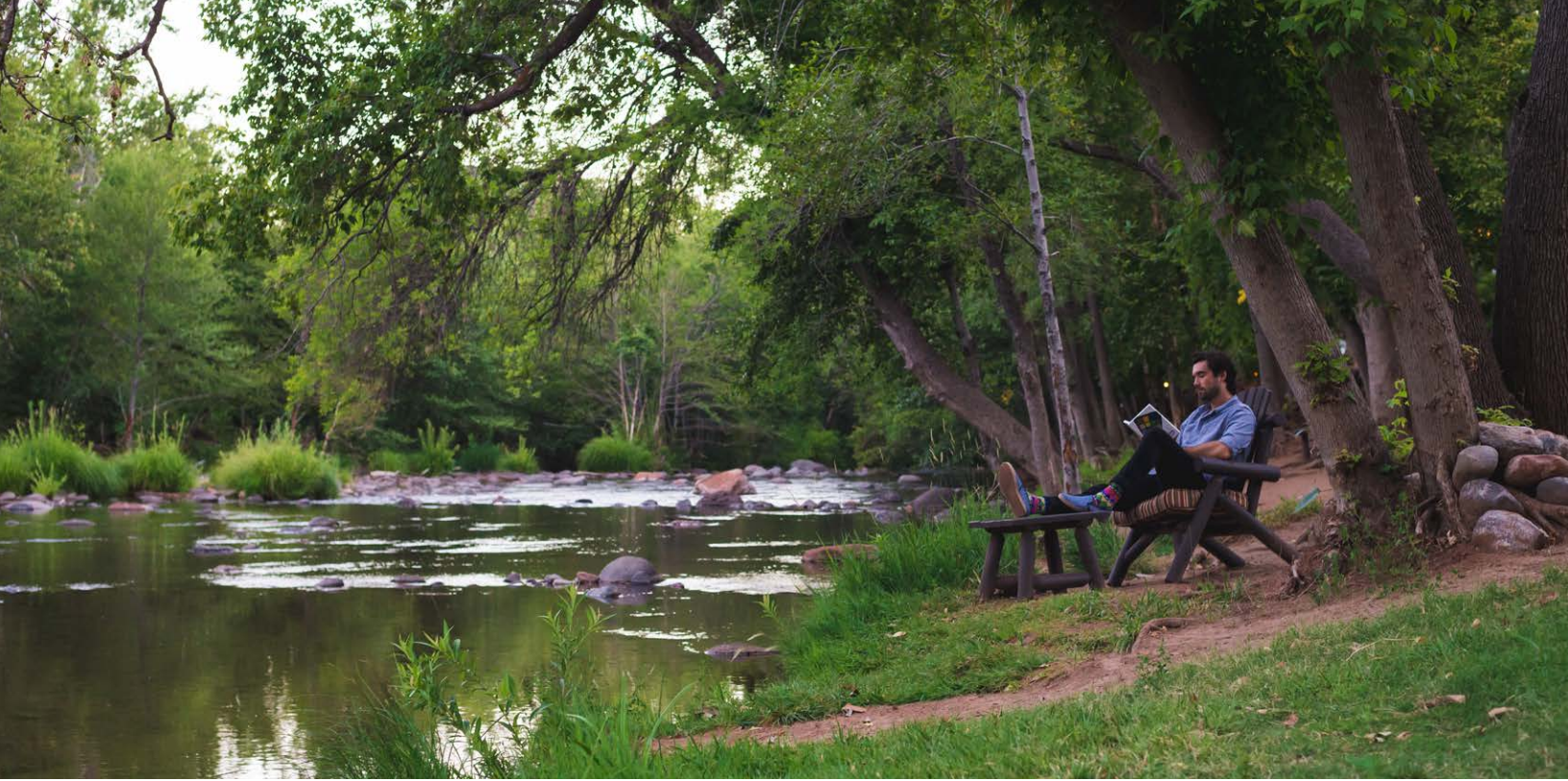
4. ENHANCED MEDIA RELATIONS EFFORTS

Objectives:

- ▶ Targeted Individual/Customized Press Visits
 - Promote lesser-known communities with focus on our four pillars. These communities include (by region):
 - Winslow, Hopi, Canyon de Chelly
 - Cottonwood/Verde Valley
 - Peoria, Gilbert
 - Yuma
 - Sierra Vista, Ajo, Tubac, Kartchner Caverns, Chiricahuas
- ▶ Strategic and Targeted
 - Increase overall impressions 2% year-over-year
 - Promote lesser-known Arizona communities/activities
 - Create new travel patterns through exposure
 - Identify other segments of travel coverage
 - Create new itineraries that reflect our pillars
 - Promote coverage in other channels to amplify publicity
- ▶ Develop Social Media Program

Create a process to evaluate influencers and potentially incorporate them into our consumer campaigns.

 - Refine focus of @AZTourismPR Handle
 - Increase Twitter followers by 10% from current 2,347 on 3/2/2016 to 2,582 by the end of 2016.
 - Set up and initiate @AZTourismPR Instagram Account
 - Goal of 1,000 followers by end of FY17
 - Amplify and leverage coverage through PR social channels and consumer channels by sharing relevant resulting coverage (all markets)
- ▶ Information Gathering and Distribution
 - New process for gathering information from communities
 - Develop statewide roundups and news/events
 - Share information with key audiences
 - Share international market reports with partners
 - Monthly Brief – send monthly brief to communicate happenings in the state for AOT staff, international reps, identified media (U.S.) and PR partners (statewide).



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- ▶ Increase or maintain the number of qualified writers/bloggers from target markets to Arizona for FY17. Target numbers for FY17:

US	25
Canada	20 (Route 66 Blogger Press Trip)
UK	22
Germany	20
France	15
China	12 (Metro Phoenix/Southern Arizona Press Trip)
Mexico	10 (Metro Phoenix/Northern Arizona Press Trip)

5. ENHANCED TRADE RELATIONS EFFORTS

Objectives:

- ▶ Enhance International Outreach
 - Grow Overseas Visitation by 1% per year
 - Develop foreign language resources
 - Provide Trade Reps with new and updated resources
 - Develop new itineraries that highlight brand pillars
 - Host international FAMs with top travel trade
 - Pursue year-round Travel Trade Representation in additional key markets in Germany, Canada, UK, France

- ▶ Domestic and International Co-op Advertising Programs
Offer Fall/Winter and Summer Need Period Opportunities to DMO's each year
 - Leverage advertising budget
 - Allocate Trade budget for co-op opportunities in key international markets
- ▶ Leverage Brand USA Trade Opportunities
Survey DMO partners to gauge interest in international markets by February each year and present appropriate opportunities
 - Explore emerging markets, such as Australia, India, South Korea, Taiwan
 - Participate in co-op opportunities
 - Staff trainings
 - Hosting FAMs
 - Participating in road shows/tradeshows
- ▶ Training and Education
Reach 250 agents per year in markets where we have travel trade representation.
 - Destination Trainings on every mission
 - Update AOT Presentation Materials
 - Update Travel Agent Certification Program (AZAP)
 - Make available in other languages

6. BRAND PARTNERSHIPS

Objectives:

Look to leverage new and existing opportunities to build strategic partnerships and relationships with outside companies and organizations resulting in national recognition and exposure. These mutually beneficial programs will bring more travelers to Arizona and increase in audience, message and reputation.

- ▶ Identify companies who align with our brand and strategic plan and present partnership proposal
- ▶ Incorporate brand/corporate partners into our Arizona Expedition campaign
- ▶ Look at incorporating brand/corporate partnerships into all campaigns and promotional efforts

A large photograph of a person climbing a massive, rounded rock formation at sunset. The rock is illuminated with a warm orange glow. Another person stands on the peak. In the background, a body of water and more rocky terrain are visible under a clear sky. A green geometric graphic is in the top right corner.

STRATEGIC GOAL 2

COMMUNITY AND INDUSTRY RELATIONS

DESCRIPTION:

To provide comprehensive communications, educational and technical assistance programs for partners and stakeholders in order to further our mission and vision. To clearly, accurately and consistently communicate the agency's messages to various audiences, including internal and external partners, stakeholders, media and consumers. To reach out to these audiences in a timely manner using effective and efficient methods that will increase the awareness of the agency, the travel and tourism industry and Arizona as a world-class destination.

STRATEGIC ISSUES:

Tourism Funding and Resources
Industry Communication and Education



STRATEGIES:

1. COMMUNICATIONS

Objectives:

- ▶ Webinars
Provide opportunities to connect with our communities by providing regular informational and training webinars for their benefit and further education or awareness of agency efforts. Examples of webinar content are: website training, social outreach, rural marketing program.
- ▶ Divisional Roundtables
Each Division will schedule and lead an industry roundtable to share information and best practices with each community, providing training opportunities and enhanced communication (Marketing, Media, Trade, Research and Executive).
- ▶ Information Gathering and Dissemination (Internal and External)
 - Tourism Tuesday
 - AOT Impact Report
 - DMO Quarterly Communications
 - Elected Officials Communications
- ▶ Community Training and Development
 - In-person visits
 - Website Resources
 - Webinars
- ▶ Public Relations Plan
Media outreach to communicate and enhance exposure for key AOT programs and opportunities. To include the following (but not limited to):
 - Campaigns (national, target cities, international, spring, summer)
 - OSVG – Arizona Official State Visitor’s Guide
 - AOT Workshops/Webinars
 - Research Surveys/Studies
 - Governor’s Conference on Tourism (GCOT)
 - Annual Impact Data
 - Advertising Campaigns – Public Relations efforts to further support an AOT campaign activation or a separate campaign.

► Resource Guide

Create and develop a resource guide to provide internal audience information on the following topics:

- Agency and industry talking points
- Key messaging for agency
- Marketing-pillar information
- Tourism Works information (brochure)
- Develop a content library
- Tool Kit of resources
- Arizona Fun Facts
- News and Events Roundup

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2. VISITOR CENTERS

Objectives:

- ▶ Audit current process
- ▶ Provide more support

3. STAFF FAMILIARIZATIONS OF ARIZONA COMMUNITIES

The opportunity to visit and meet with statewide communities to share information and determine ways AOT can provide support.

Objectives:

- ▶ Organize 1-2 per month
- ▶ Request tour and meeting format
- ▶ Provide training and community relations opportunities
To include the call center as well as invite the communities to the call center to provide relevant information to AOT and the call center.
- ▶ Opportunity to listen to stakeholders needs, challenges and promotional opportunities

4. AOT SPEAKER'S BUREAU AND EXTERNAL MEETINGS PLAN

Objectives:

- ▶ Provide proactive recommendations to Executive Committee for tourism industry presentations. Plan to include timeline, schedule and agenda.

5. MANAGEMENT OF TOURISM.AZ.GOV WEBSITE

Objectives:

- ▶ Develop management process and maintenance schedule for tourism.az.gov.
- ▶ Continually enhance constituent experience
- ▶ Continually develop and update relevant content



STRATEGIC GOAL 3

RESEARCH

DESCRIPTION:

To provide continual, relevant industry research to support all marketing efforts and promotional activities, and to remain as strategic, research-based and tactical as possible. Provide meaningful insight to support our statewide communities through the sharing of data.

STRATEGIC ISSUES:

Tourism Funding and Resources
Industry Communications and Education
Global Concerns

CHRISTINE C. PHOTOGRAPHIE



STRATEGIES:

1. SUPPORT MARKETING CAMPAIGNS THROUGH RESEARCH

Objectives:

- ▶ Attend at least one industry conference annually to discover and evaluate new methods, tools, and best practices.
- ▶ Determine Target Cities campaign strategy by conducting an analysis in collaboration with the Marketing Division (annual).
- ▶ Conduct an analysis of marketable trips to Arizona and report to the divisions (annual).
- ▶ Evaluate and define AOT's Target Life Stages (every three years).
- ▶ Conduct an analysis of seasonal travel to Arizona (annual).

2. TRACK AND COMMUNICATE INDUSTRY DATA AND TRENDS.

Objectives:

- ▶ Track statewide hotel occupancy rates monthly.
- ▶ Track and report annual visitation volume and visitor spend.
- ▶ On an annual basis, deliver a regional visitor profile.

3. ENHANCE COLLABORATIVE RESEARCH PROGRAMS

Objectives:

- ▶ Hold annual meeting with Research Roundtable members to determine research gaps in the MICE market and understand where AOT can support those efforts.
- ▶ Conduct an update of the 2007 Study of Mexican Visitors to Arizona by collaborating with partners (by FY19).
- ▶ Conduct a study of winter visitors in collaboration with partners (by FY21).
- ▶ Conduct research updates at staff meetings to inform staff and encourage discussion (quarterly).
- ▶ Facilitate Research Roundtable meetings with stakeholders (quarterly).

STRATEGIC GOAL 4

COLLABORATION, COOPERATION AND PARTNERSHIPS

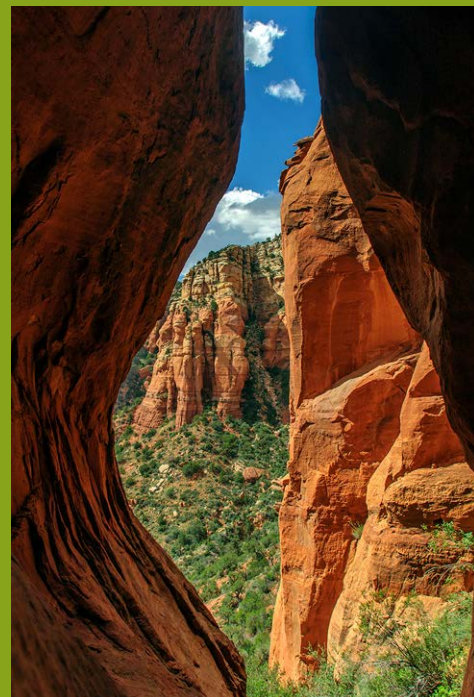
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DESCRIPTION:

To foster and strengthen collaborative processes and partnerships between and among other state agencies, as well as local, state, national, international and tribal governments, stakeholders and private-sector organizations in order to achieve a more coordinated approach to travel and tourism and help grow Arizona's economy.

STRATEGIC ISSUES:

Tourism Funding and Resources
Industry Communications and Education
Consumer Outreach



MICHAEL BIRD

STRATEGIES:

1. SPONSORSHIPS / EVENT PARTNERSHIP

Objectives:

- ▶ Audit and evaluate current sponsorship agreements
- ▶ Develop Guidelines and Improvement Plan
- ▶ Develop more meaningful activations and opportunities
- ▶ Plan for future Mega Event options with funding assumptions
- ▶ Develop Community Request for Support Process

2. CONSTITUENT FEEDBACK AND IMPROVEMENT PLAN

Objectives:

- ▶ Develop method to request annual feedback from constituents and partners
- ▶ Create matrix to track improvements, develop timelines, budget, deadlines, etc.

3. FACILITATE STRONGER INDUSTRY AND COMMUNITY INCLUSIVENESS, COOPERATION AND COHESIVENESS; NOT COMPETITIVENESS.

Objectives:

- ▶ Regular industry networking opportunities
- ▶ Brand USA Immersion
- ▶ Work with communities and other business and economic development organizations
- ▶ Identify and collaborate with private sector and companies promoting Arizona as a destination
- ▶ Continue to create external presentations to foster cohesiveness



STRATEGIC GOAL 5

RESOURCE MANAGEMENT AND OPERATIONS

DESCRIPTION:

To know and conform to government compliance as well as our agency standards at all times, and provide responsible planning and management of our resources.

STRATEGIC ISSUES:

Tourism Funding and Resources
Industry Communications and Education



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STRATEGIES:

1. DEVELOPMENT OF AGENCY SOP'S

Objectives:

- ▶ Update (as necessary) Travel Reimbursement Policy and Procurement Manual - CY2016
- ▶ Update (as necessary) IT Security and Human Resources policies - CY2017
- ▶ Review Accounting, HR, Procurement and IT policies annually at mid-year for necessary revisions
- ▶ Roll out changes annually - Q1 of each FY

2. INFORMATION TECHNOLOGY AUDIT

Objectives:

- ▶ Survey staff for need of agency IM System – Q3 FY17
- ▶ Remote Access – provide to directors by end of CY16, provide to other identified staff by end of FY17
- ▶ Laptops – migrate remaining AOT staff to laptops by end of FY17

3. STAFF RETENTION AND RECOGNITION

Objectives:

- ▶ Research possibility of providing a flexible work schedule
- ▶ Provide an annual employee-recognition event
- ▶ Institute years-of-service recognition
- ▶ Re-institute an “on the spot” recognition program

4. CONTINUED COMMUNICATION AND COLLABORATION BETWEEN DIVISIONS

Objectives:

- ▶ Procurement staff to attend monthly marketing meeting.
- ▶ Procurement staff to attend division meetings on a quarterly basis. Ensures procurement is aware of division needs at the beginning of the process.
- ▶ Staff meetings – use agenda to record the takeaways and next steps. Make available to all staff in a folder on the shared drive.



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5. REGULAR STAFF EDUCATION

Objectives:

- ▶ New hire on-boarding
- ▶ Start each staff meeting with a 5-10 minute teaching topic
- ▶ Copy of each teaching topic included in an e-desk aid on the shared drive

6. MORE AGENCY INVOLVEMENT AT EVENTS / ACTIVITIES

Objectives:

- ▶ Notice of upcoming events and activities
- ▶ Proactively support involvement and engagement
- ▶ Provide opportunities to participate in other division events to encourage team work and agency pride

7. INTERNAL TRAINING AND DEVELOPMENT PROGRAM

Objectives:

- ▶ Provide a quarterly lunch and learn opportunity for staff, rotate with professional and personal growth topics
- ▶ Subject Matter Experts (SMEs) – survey staff to identify areas where a SME is needed; utilize internal SME's
- ▶ Create a document for staff that identifies agency SMEs and area of expertise

8. VOLUNTEER OPPORTUNITIES

Objectives:

- ▶ Tourism Cares
- ▶ AOT Gives Back – organize an annual opportunity for staff to participate in a volunteer activity in Arizona
- ▶ Governor’s Conference on Tourism (pre-conference opportunity)

9. CREATE PLANNING AND EVENT CALENDAR FOR AGENCY

Objectives:

- ▶ Expand existing master event calendar to include more detailed information
- ▶ Make the calendar easily accessible and visible for all staff

RESOURCE ASSUMPTIONS				
	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate
Full-Time-Equivalent (FTE) Positions	26	28	30	32
General Fund (in Millions)	10,000.00	12,000.00	15,000.00	18,000.00
Other Appropriated Funds				
Non-Appropriated Funds – Indian Gaming Compact Fund (Prop 202 in 2002) *	6,500.50	6,656.50	6,816.30	6,979.89
Non-Appropriated Funds–Maricopa County Grant (Prop 302 in 2000) **	7,240.4	8,411.6	8,878.5	9,100.46
Federal Funds	0.0	0.0	0.0	0.0
Total Agency Funds	23,740.90	27,068.10	30,694.80	34,080.35

* Annual Indian Gaming Compact Fund increase estimated at 2.4%

** Annual Maricopa County Fund increase based on estimated 2.5% Tourism revenue growth

ARIZONA

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